



COURSE OUTLINE

SCHOOL OF BUSINESS

COURSE NAME: HUMAN RESOURCE MANAGEMENT
COURSE CODE: HRM 4003
CREDIT HOURS: 42
PREREQUISITES: NONE
COREQUISITES: NONE
PLAR ELIGIBLE: YES (X) NO ()
EFFECTIVE DATE: September 2008
PROFESSOR:
PHONE: 416-415-5000 **EMAIL:**

NOTE TO STUDENTS: Academic Departments at George Brown College will NOT retain historical copies of Course Outlines. We urge you to retain this Course Outline for your future reference.

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ORIGINATOR: _____	SIGNATURE	DATE
CHAIR: _____	SIGNATURE	DATE
DATE OF REVISION: _____		

EQUITY STATEMENT: George Brown College values the talents and contributions of its students, staff and community partners and seeks to create a welcoming environment where equity, diversity and safety of all groups are fundamental. Language or activities which are inconsistent with this philosophy violate the College policy on the Prevention of Discrimination and Harassment and will not be tolerated. The commitment and cooperation of all students and staff are required to maintain this environment. Information and assistance are available through your Chair, Student Affairs, the Student Association or the Human Rights Advisor.

George Brown College is dedicated to providing equal access to students with disabilities. If you require academic accommodations visit the Disability Services Office or the Deaf and Hard of Hearing Services Office on your campus.

STUDENT RESPONSIBILITIES: Students should obtain a copy of the *Student Handbook* and refer to it for additional information regarding the grading system, withdrawals, exemptions, class assignments, missed tests and exams, supplemental privileges, and academic dishonesty. Students are required to apply themselves diligently to the course of study, and to prepare class and homework assignments as given. Past student performance shows a strong relationship between regular attendance and success.

COURSE DESCRIPTION

For organizations to succeed in today's competitive environment they need to have sound Human Resources strategies that are inextricably linked to their business goals and strategies. This course provides students with a comprehensive understanding of the strategic role that HR plays in organizations; examining HR theory, methodologies and best practices which contribute to organizational sustainability. Topics include human resource planning, recruitment, selection, training, performance appraisal, compensation, legal compliance, diversity management, labour relations, health and safety and international HRM. Students will use a variety of methods such as case studies, experiential exercises and simulations to apply HR theory within a business context.

ESSENTIAL EMPLOYABILITY SKILLS

As mandated by the Ministry of Training, Colleges and Universities essential employability skills (EES) will be addressed throughout all programs of study. Students will have the opportunity to **learn (L)** specific skills, to **practice (P)** these skills, and/or **be evaluated (E)** on the EES outcomes in a variety of courses. The EES include communication, numeracy, critical thinking & problem solving, information management, interpersonal and personal skills. The faculty for this course has indicated which of the EES are either Learned (L), Practiced (P) or Evaluated (E) in this course:

Skill	L	P	E	Skill	L	P	E
1. communicate clearly, concisely and correctly in the written, spoken and visual form that fulfills the purpose and meets the needs of the audience		√	√	7. locate, select, organize and document information using appropriate technology and information sources		√	√
2. respond to written, spoken or visual messages in a manner that ensures effective communication		√	√	8. show respect for the diverse opinions, values, belief systems, and contributions of others		√	√
3. execute mathematical operations accurately				9. interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals		√	√
4. apply a systematic approach to solve problems		√	√	10. manage the use of time and other resources to complete projects		√	√
5. use a variety of thinking skills to anticipate and solve problems.	√	√	√	11. take responsibility for my actions, decisions and consequences		√	√
6. analyze, evaluate, and apply relevant information from a variety of sources	√	√	√				

COURSE OUTCOMES

Upon successful completion of this course the students will have reliably demonstrated the ability to:

1. Explore the strategic role that the HR function plays in an organization and the impact of effective HRM practices on the company bottom line.

- Identify the challenges facing Canadian organizations.
- Discuss the meaning of strategic human resource management and describe the HRM strategic management model
- Explain the objectives of HRM and describe the role of the HR professional and it's relationship to the line manager's role
- Differentiate between line and staff functions
- Explain the impact of the HR function on the bottom line
- Characterize how the HR professional utilizes best practices methods to continually improve

2. Explain how organizations identify their human resource requirements and the various approaches used to recruit and select the best employees for the organizations.

- Discuss the various approaches to conducting job analysis and steps required to create job description.
- Explain the planning process and the how to effectively balance supply and demand.
- Explain the relationship between planning, recruitment and selection.
- Describe the recruitment process.
- Explain the strategic significance of the selection function and process required to successfully select the appropriate candidate.

3. Explain the major employment related legal requirements in Canada and the various ways that organizations have moved beyond legal compliance to valuing diversity.

- Explain the major forms of employment legislation in Canada and distinguish between Federal and Provincial legislation
- Define harassment and explain what is meant by creating an environment of "mutual respect".
- Discuss the major provisions under the Human Rights and Employment Standards Act.
- Determine what is meant by wrongful and constructive dismissal
- Outline the major components of an employment equity program.
- Define diversity management and the strategic importance of managing diversity today.
- Discuss the challenges facing org today in the context of diversity management and the current industry practices in the field.

4. Differentiate between the current practices in performance appraisal , training and development and the role HRM plays in building and sustaining intellectual capital

- Identify the various performance appraisal methods and how the results of a performance appraisal can affect HRM.
- Differentiate between performance appraisal and performance management
- Distinguish the difference between orientation and socialization and the importance to HRM.
- Explain the training and development process and the role that the manager and HR play to ensure sustainability of an organizations intellectual capital.
- Describe the characteristics of a learning organization.
- Explain the relationship between career planning and development.

5. Explore how strategic pay plans are established, the various types of compensation and the concept of total rewards.

- Explain the objectives of effective compensation management.
- Describe how wages and salaries are determined.
- Describe the various types of incentive plans and the advantages and disadvantages.

- Identify the major issues affecting compensation management.
- Describe the various government sponsored benefit programs and the types of employer sponsored benefits that can be offered to employees.

6. Explain the concept of employee relations, the union management framework and the role that managers and HR play to ensure a positive work environment.

- Explain the different techniques used to improve quality of work life.
- Discuss the main concepts of Health and Safety legislation and the role played by HR and management in enduring a health and safe workplace.
- Explain how to effectively manage employee relations and the major dimensions to consider.
- Describe the structure of Canadian unions, the major reasons why employees join unions and how an organizing campaign is carried out.
- Summarize the core legal principles related to collective bargaining.
- Describe how unions affect the HRM environment and the role played by HR and management.

DELIVERY METHODS

Lecture, collaborative work, case studies, experiential exercises, independent study and problem-based learning.

TEXTBOOKS AND OTHER TEACHING AIDS

Required:

Hermann F. Schwind, Hari Das and Terry H. Wagar. Canadian Human Resource Management – A Strategic Approach. Eighth Edition. Publisher: McGraw Hill Ryerson Limited 2007.

On Line resources: www.mcgrawhill.ca/college/schwind, [http:// webct.gbrownc.on.ca](http://webct.gbrownc.on.ca)

MISSED TERM WORK OR EXAMINATIONS

Exemption or deferral of a quiz, exam or assignment is not permitted except for a medical or personal emergency. The professor must be notified by e-mail prior to the due date. Appropriate documentation, as determined by the professor, must be submitted.

Any student who either misses a quiz, the midterm exam or does not hand in an assignment and who provides acceptable documentation of illness or other serious problem will have the missed percentage of the course mark added to the weighting of the final exam. There will be no make-up exams or assignments.

Absence from final exam:

- Professor must be notified by e-mail **before** the examination
- Documentation must be presented to the professor **within three working days**.
- If the majority of the course work has been completed with a passing performance, and the documentation is acceptable, an "Incomplete" grade (INC) will be entered by the instructor. **An INC grade will not be granted if term work was missed or failed.**
- The final examination must be written **within 60 days of the submission of the incomplete grade**. **Failure to do this will result in an F grade.**

TESTING POLICY

All tests will be closed-book. Mid-term and final examinations will be comprised of a combination of short answers, case studies and multiple choice. The final exam is comprehensive and covers the entire course.

ASSIGNMENT POLICY

Students unable to submit an assignment on the due date are expected to discuss the matter in advance with the professor. At the professor's discretion, late assignments may not be accepted. Where late assignments *are* accepted, the professor will apply a late penalty.

It is expected that all students will make a significant contribution to the group assignment. If not, marks may be adjusted accordingly. If the group is unable to progress as planned due to medical and/or personal reasons, it is expected that the group will contact the professor immediately. The entire group is responsible for the accuracy of the entire report, including proper referencing of sources.

EVALUATION SYSTEM

Assessment Tool:	% of Final Grade:
Quiz	5%
In-Class Exercises/Cases	10%
Case Report	10%
Mid-term Exam	25%
Research Paper	20%
Final Exam (Comprehensive)	30%
TOTAL	100%

GRADING SYSTEM

The passing grade for this course is a D. A minimum grade of C is required for HRP AO purposes.

A+	90-100	4.0	B+	77-79	3.3	C+	67-69	2.3	D+	57-59	1.3	Below 50	F	0.0
A	86-89	4.0	B	73-76	3.0	C	63-66	2.0	D	50-56	1.0			
A-	80-85	3.7	B-	70-72	2.7	C-	60-62	1.7						

Excerpt from the College Policy on Academic Dishonesty:

The *minimal* consequence for submitting a plagiarized, purchased, contracted, or in any manner inappropriately negotiated or falsified assignment, test, essay, project, or any evaluated material will be a grade of zero on that material. To view George Brown College policies please go to www.georgebrown.ca/policies

DETAILS OF GRADING COMPONENTS

Evaluation of each student is an ongoing process. We make commitments to the business community that you have been exposed to various techniques and experiences. If you are not present and participating, those commitments cannot be filled. You are expected to attend all classes. It is your responsibility to advise instructors if you have to miss a class.

A score of zero is recorded for a missed test/assignment unless the student presents the instructor with official substantiation of the first day he/she returns to class. A score of zero is recorded for any assignments not submitted on the due date.

The final grade is based on student performance on assignments, exams and in-class attendance.

Please note that the instructor reserves the right to change the evaluation method upon notification to the student.

In class exercises, participation & class preparation (10%)

This course has a strong focus on in class discussions and applying the material covered in class, utilizing HR practice. Therefore, meaningful and active participation by all students is critical to its success. You are expected to attend class and come to class well prepared. I will evaluate your participation during class and keep track of your contributions. The participation grade will be based on your participation during the class and how effectively you apply the material to the case studies and exercises discussed in class.

Homework Assignment – Case Report (10%)

To assist in applying the knowledge from the course, students will submit **one** case report utilizing the case study methodology discussed in class. Details will be provided week 4. Case studies are due: Week 9. Late assignments will be penalized 5% per day.

Research Paper (20%)

Working in groups students you will be assigned an HRM topic to research Details will be provided week 6.

TOPICAL OUTLINE

Wk	Topic	Outcome	Content	Chapter /reference	Assignment/tests
1	Strategic Importance of Human Resource management	1	- HR role - Strategic HRM - line vs. staff functions - business strategies	Chapter 1	
2	Meeting Legal Requirements Diversity Management	1, 3	- Employment legislation in Canada - Managing a diverse workforce	Chapter 4 Chapter 12 p 486-505	
3	Job Analysis and Design	1, 2	-Job analysis process, job description, specs, design	Chapter 2	
4	Human Resources Planning Recruitment	1, 2	- Relationship to strategic planning, - HR planning process, - emerging work options, - intro to HRIS - Recruitment methods, constraints, evaluating	Chapter 3 Chapter 5	Case report information discussed QUIZ
5	Selection	1, 2	- Selection process, evaluation	Chapter 6	
6	Orientation, Training and Development, and Career Planning	1, 4	- Orientation, socialization, training process, evaluation	Chapter 7	Research Paper information provided
7	Midterm				Midterm
				Interession week	
9	Performance	1, 4	- Elements of the system,	Chapter 8	Case reports due

Wk	Topic	Outcome	Content	Chapter /reference	Assignment/tests
	Management Employee relations-discipline		types of systems, implications and evaluation - Dismissal, discipline	Chapter 11 pages 457-464	
10	Compensation International HR Challenges	1, 5	- Job evaluation, wage and salary surveys, pricing jobs, new approaches to pay, - international HR challenges	Chapter 9 Chapter 12 page 505-515	
11	Employee Benefits	1, 5	- Types of benefits, emerging trends, administration - Employee rights, Hr role	Chapter 10	
12	Managing Employee Relations Ensuring Safety and Health at the Workplace	1, 6	Legislation, responsibility for H &S, contemporary issues - HR audit, impt, steps -	Chapter 11,page 444-457, 464-485 Chapter 13	
13	The Union-Management Framework	1, 6	- Labour relations process	Chapter 14	<u>Paper Due Presentations</u>
14	Audit Presentations			Chapter 15 Presentations (attendance mandatory)	Presentations
15	Final Examination				Final Exam (30%)

Please note: this schedule may change as resources and circumstances require.

For information on withdrawing from this course without academic penalty, please refer to the College Academic Calendar: <http://www.georgebrown.ca/Admin/Registr/PSCal.aspx>